ACHIEVE BUSINESS

ANALYSIS CERTIFICATION

A Concise Guide to PMI-PBA®,

CBAP®, and CPRE

By Klaus Nielsen
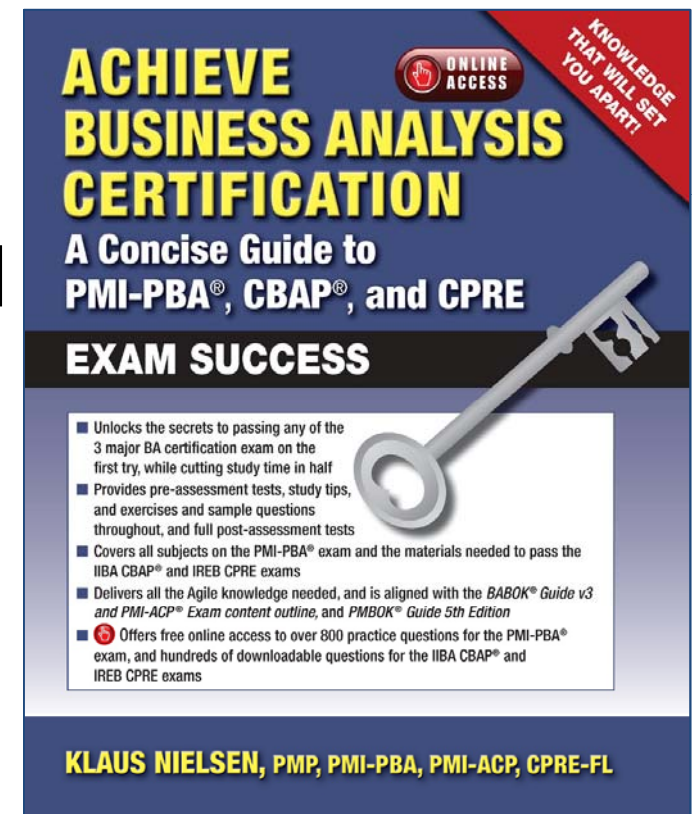
PMBOK® Guide Fifth Edition

The Project Management Institute's designation of Professional in Business Analysis (PBA)® is based on the standards outlined in their reference book entitled: *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition*, which provides guidelines for managing individual projects and defines project management related concepts.

10 Knowledge Areas

1. Project Integration Management

2. Project Scope Management

3. Project Time Management

4. Project Cost Management

5. Project Quality Management

6. Project Human Resource Management

7. Project Communications Management

8. Project Risk Management

9. Project Procurement Management

10. Project Stakeholder Management

Process Group & Knowledge Area Mapping

Table 12.1   Process group and knowledge area mapping

Knowledge areas	Project management process groups				
	Initiating	Planning	Executing	Monitoring and controlling	Closing
Project integration management	4.1 Develop project charter	4.2 Develop project management plan	4.3 Direct and manage project work	4.4 Monitor and control project work 4.5 Perform integrated change control	4.6 Close project or phase
Project scope management		5.1 Plan scope management 5.2 Collect requirements 5.3 Define scope 5.4 Create WBS		5.5 Validate scope 5.6 Control scope	
Project time management		6.1 Plan schedule management 6.2 Define activities 6.3 Sequence activities 6.4 Estimate activity resources 6.5 Estimate activity durations 6.6 Develop schedule		6.7 Control schedule	
Project cost management		7.1 Plan cost management 7.2 Estimate costs 7.3 Determine budget		7.4 Control costs	
Project quality management		8.1 Plan quality management	8.2 Perform quality assurance	8.3 Control quality	

Process Group & Knowledge Area Mapping

Table 12.1   Process group and knowledge area mapping (continued)

Knowledge areas	Project management process groups				
	Initiating	Planning	Executing	Monitoring and controlling	Closing
Project human resource management		9.1 Plan human resource management	9.2 Acquire project team 9.3 Develop project team 9.4 Manage project team		
Project communication management		10.1 Plan communication management	10.2 Manage communications	10.3 Control communications	Project communication management
Project risk management		11.1 Plan risk management 11.2 Identify risks 11.3 Perform qualitative risk analysis 11.4 Perform quantitative risk analysis 11.5 Plan risk responses		11.6 Control risks	
Project procurement management		12.1 Plan procurement management	12.2 Conduct procurement	12.3 Control procurement	12.4 Close procurement
Project stakeholder management	13.1 Identify stakeholders	13.2 Plan stakeholder management	13.3 Manage stakeholder engagement	13.4 Control stakeholder engagement	

The First Project Management Process

Table 12.2 4.1 Develop project charter

Inputs	Tools & Techniques	Outputs
• Project statement of work • Business case • Agreements • Enterprise environmental factors • Organizational process assets	• Expert judgment • Facilitation techniques	• Project charter

Domains and Knowledge Area Mapping

Table 12.3 Domains and knowledge area mapping

Domains				
Needs assessment	**Planning**	**Analysis**	**Traceability and Monitoring**	**Evaluation**
4.1 Develop project charter	4.1 Develop project charter	5.2 Collect requirements	5.2 Collect requirements 4.5 Perform integrated change control	8.3 Control quality
7.1 Plan cost management	5.1 Plan scope management 5.2 Collect requirements	5.2 Collect requirements	5.2 Collect requirements 5.5 Validate scope	8.3 Control quality
	5.1 Plan scope management	5.5 Validate scope	5.2 Collect requirements 4.5 Perform integrated change control	4.6 Close project or phase 5.5 Validate scope
13.1 Identify stakeholders	5.1 Plan scope management 5.6 Control scope	5.3 Define scope 5.4 Crate WBS	10.2 Manage communications 13.3 Manage stakeholder engagement	8.3 Control quality
13.1 Identify stakeholders	5.1 Plan scope management 4.5 Perform integrated change control	5.5 Validate scope	5.6 Control scope	
	4.1 Develop project charter	5.2 Collect requirements		
		8.3 Control quality 8.1 Plan quality management		

Domains and Knowledge Area Mapping

Table 12.4 Knowledge and skills, and knowledge area map ping

Knowledge areas	Knowledge and skills
Project integration management	Change control tools and techniques
	Lessons learned and retrospectives
	Measurement tools and te4chniques
	Requirement traceability tools and techniques
	Validation tools and techniques
	Version control tools and techniques
Project scope management	Data analysis tools and techniques
	Elements of a requirement management plan
	Elicitation tools and techniques
	Interface analysis
	Prioritization tools and techniques
	Process analysis tools and techniques
	Requirement types
Project time management	Analytic tools and techniques
	Decision-making tools and techniques
	Estimating tools and techniques
	Scheduling tools and techniques

Domains and Knowledge Area Mapping (Continued)

Table 12.4 Knowledge and skills, and knowledge area mapping

Knowledge areas	Knowledge and skills
Project cost management	Estimating tools and techniques
	Quality management
	Valuation tools and techniques
Project quality management	Problem solving and opportunity identification tools and techniques
	Quality management
	Root cause analysis
Project human resource management	Conflict management and resolution tools and techniques
	Facilitation tools and techniques
	Leadership principles and skills
	Negotiations tools and techniques
Project communication management	Collaboration tools and techniques
	Communication skills
	Document management tools and techniques
	Reporting tools and techniques
Project risk management	Analytic tools and techniques
	Business rule analysis tools and techniques
	Contingency planning
Project procurement management	
Project stakeholder management	Stakeholder analysis

Questions?

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